

KITTITAS VALLEY
LEAGUE OF WOMEN VOTERS
COUNTY GOVERNMENT STUDY
2005 UPDATE

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**1999 County Government Study Recommendations
to the County**

**1993-94 County Government Study Recommendations to the
County**

Questionnaire sent to Department Heads, 2005

Questionnaire sent to County Auditor, 2005

Questionnaire sent to Human Resource Director, 2005

Questionnaire sent to County Commissioners, 2005

KITTITAS VALLEY LEAGUE OF WOMEN VOTERS CONSENSUS
STATEMENT ON KITTITAS COUNTY GOVERNMENT
Adopted December 7, 1993

KITTITAS COUNTY GOVERNMENT SHALL:

- promote informed, involved and effective public participation;
- establish procedures that will implement long range planning;
- insure effective, uniform management practices;
- equitably represent all geographic areas of the county

THE KITTITAS COUNTY BUDGET SHALL:

- be understandable and easily available to the public;
- be developed through a process that is consistent and includes the same level of detail for each department;
- reflect the goals of long range planning

KITTITAS COUNTY GOVERNMENT SHALL DEVELOP EFFECTIVE METHODS FOR DEALING WITH ISSUES OF MUTUAL CONCERN:

- by exploring any means that would encourage effective coordination and cooperation

**THE KITTITAS VALLEY LEAGUE OF WOMEN VOTERS
ONGOING STUDY OF KITTITAS COUNTY GOVERNMENT 1994-2005
A BRIEF SUMMARY**

Following its first in-depth study of Kittitas County government in 1993-1994, the League of Women Voters did a follow-up study in 1999 and currently in 2005. In each case, recommendations were made based on responses from county government employees and on the League's official position statement, adopted in 1993.

Since the 1993-1994 study, several positive changes in county government have occurred. The most notable is the addition of a Human Resource Director, who has continued to work regularly with department heads in what is now known as the County Management Team. In the Summary Report of 2005, Recommendations 2, 3, and 4 deal directly with how the County Management Team can be more effective in its role in county government.

The Human Resource Director has also been instrumental in providing guidance for evaluation procedures for all county employees; job descriptions are now in place and regularly updated. The Auditor has made sure that copies of the county budget are available in all public libraries and that they are more easily available to the general public. Much more needs to be done to educate the public about county government, including the wider use of the Kittitas County web site and the development of expanded television coverage.

Even though the county government budget development process has shown improvement over the years, Recommendation number 7 deals specifically with steps that should be taken to continue that improvement.

Finally, and most important, the League of Women Voters has consistently recommended, in each of its three studies, the need for a County Administrator. The rationale remains the same now as in 1993-1994 when it was first recommended. The increasing complexity of county government, the lack of specific training for County Commissioners, who are responsible for annual budgets of more than fifty million dollars, and the inefficiencies of county government are the most compelling reasons for the appointment of a County Administrator.

The League of Women Voters has a major interest in encouraging and supporting good government principles at all levels. To better serve the citizens of Kittitas County, the League of Women Voters will use the most recent data updates to continue monitoring and promoting greater efficiency and effectiveness of county government.

**KITTITAS VALLEY LEAGUE OF WOMEN VOTERS
County Government Study Update -- 2005**

Overview

The process used for this 2005 update included:

- attendance at County Management Team meetings
- attendance at Conference of Government meetings
- development and distribution of questionnaires to all county department heads and to the County Commissioners (All departments except Public Works, Community Development Services, Upper County District Court, and Computer Services responded; one County Commissioner responded).
- conducted interviews based on a questionnaire with the County Auditor and the Director of Human Resources.

This updated study includes::

- Recommendations of the 2005 update
- Discussion of these recommendations
- Summary of questionnaire responses
- Summary of 1994 and 1999 recommendations
- Questionnaires used in this 2005 update

Summary of 2005 Recommendations

Recommendation #1: The County should hire a professional administrator to increase efficiency and effectiveness in performing administrative tasks in the operation of county government.

Recommendation #2: A Strategic Planning Committee should be established, composed of the Management Team Executive Committee, the Human Resources Director and the three County Commissioners. A framework should be established that will provide a mechanism for all departments to have input regarding their long and short range plans. The committee would then develop a coordinated, countywide long and short range plan to be presented to the County Commissioners for final approval.

Recommendation #3: The County Management Team should continue to be used as the instrument for coordination of interdepartmental functions and resolution of problems.

Recommendation #4: The County Management Team should play a greater role in the development of county policies and procedures. A well-defined process should be developed for forwarding Management Team recommendations to the County Commissioners for their action.

Recommendation #5: The county web site should be more widely advertised so that people in the county become aware of information on the web site and learn how to access this information.

Recommendation #6: A specific process should be developed for providing each newly appointed county board/commission member with information about and orientation to the position to which she/he has been appointed.

Recommendation #7: The county budget development process should be improved by:

- a. having greater departmental input to the budget development process through preparation and distribution to all departments the budget recommendations discussed/agreed to at the annual budget retreat;
- b. providing ongoing training on budget development and budget management in Kittitas County;
- c. establishing, and adhering to, budget priorities based on evaluation of need and notifying all departments as early in the budget process as possible.

Recommendation #8: The Conference of Governments (COG) should increase its advisory role to the county and to the cities in the county regarding coordination of planning, development, and land use within the county.

Discussion of 2005 Recommendations

Recommendation #1: Hire a professional County Executive

Respondents were divided in their opinions about hiring a County Executive. Only four respondents were opposed. Those who were neither in favor nor opposed expressed the need for further information about advantages and disadvantages before they could make an informed decision.

Miscellaneous comments from questionnaire:

- a. The necessary structure to support the position may be more costly than the benefits to be derived.
- b. Commissioners should set policy: a County Executive is needed to administer these policies. There is a conflict of interest when policies are administered by the entity that sets them.
- c. The role of the County Management Team could be much more clearly defined if they could interact with a County Executive on operational issues.
- d. There is now a breakdown of follow-through between the County Management Team and the Board of County Commissioners regarding issues raised by the Management Team.
- e. The Board of County Commissioners should be utilized to deal with the big picture of county government, not the smaller everyday operational issues of departments.
- f. The Board of County Commissioners is so busy and stretched so thin over so many issues that a person who understands and values management function and structure would be much more effective in supporting department heads.

From the personal interviews with the Auditor and the Director of Human Resources:

- The Auditor did not see the need for a County Executive in this county. He expressed concern about another layer of bureaucracy that might result in too much control in the hands of one person.
- The Director of Human Resources favored hiring a County Executive for the following reasons:
 1. County operations tend to be inefficient in many ways.
 2. County Commissioners have no special training either in budgetary or personnel matters.
 3. Rapid growth of the county, plus enormous increase in county budget, for which commissioners are responsible without any special training.
 4. A County Executive would provide continuity in county government; a professionally trained overseer of funds, long-range planning, and coordinator of interdepartmental activities.

Recommendation #2: Establish a Strategic Planning Committee

- Many departments have departmental planning in place but they did not indicate any involvement in coordinated countywide planning.
- The Kittitas Valley League of Women Voters recommends the County now take the next major step toward long range, countywide planning and coordination to improve interdepartmental planning.

Recommendation #3: Continue the County Management Team

- Interdepartmental communication was indicated as the major advantage of the County Management Team; respondents liked the sharing of departmental issues, problems and accomplishments.

Recommendation #4: Expand the role of the County Management Team

- Respondents agreed that the effectiveness of the Management Team needs to be strengthened:
 1. By establishing, with the Board of County Commissioners, a well-defined procedure for follow-up of decisions made by the Management Team;
 2. By giving more power to the Management Team to make changes;
 3. By having better communication with County Commissioners, who should attend meetings regularly.

Recommendation #5: Advertise the county web site more widely

- Several respondents noted that important information was available to the public on the county web site.

Recommendation #6: Special training for newly appointed board/commission members

- Newly appointed members to county boards and commissions still do not have a well-established procedure for orientation . Some progress has been made since 1999 but more still needs to be done.

Recommendation #7: Improve the budget process

- Respondents were positive about the value of the annual budget retreat;
- The full recommendation reflects suggested changes that should be made;
- A follow-up report should be distributed to all departments describing the final recommendations made at the retreat;
- Several respondents suggested the need for better communication between the Board of County Commissioners and department heads when the final budget decisions are made by the Board.

Recommendation #8: Importance of Conference of Governments

- Although no question specifically referenced the importance of the COG, the League believes it can serve a useful role in the coordination of planning and development in Kittitas County.

SUMMARY OF QUESTIONNAIRE RESPONSES FROM DEPARTMENT HEADS

Questionnaires were sent to all department heads, including those in elective offices and to each of the three county commissioners. Two personal interviews were also conducted, with the County Auditor and with the Human Resources director. Responses were received from 81.2% of department heads; only one of the three County Commissioners responded.

The following is a summary of the responses from department heads.

1. What services does your department provide for the county?

- The services provided by each department are best described in a formal notebook outlining job descriptions. This now seems like an adequate source of information it is updated regularly as conditions change.

2. What are the most serious problems facing your department?

- A large majority emphasized the lack of stable funding, need for more space, increased workload, and inadequate staffing as major problems.
- Inadequate security and need for software upgrade were also mentioned.
- There was concern about burnout of staff because of uneven funding and increased workload as well as increasing expectations without ample funding to accomplish mandates.

3. Is the County Management Team valuable for you and your department? In what ways?

-- Positive responses:

- largest number of respondents identified the greatest value of the Management Team as providing the opportunity for interdepartmental interaction: better communication and dissemination of information and creating a better understanding of the needs and problems of other departments.
- specifically mentioned was the coordination of efforts in areas of purchasing, providing structure for county management issues like personnel policies and union contracts which are dealt with in a more consistent manner.

-- Negative responses:

- Several expressed dissatisfaction with the lack of follow through to the Board of County Commissioners for subsequent action.
- the Management Team lacks power to make changes;
- too much control of the meetings by the County Commissioner(s);
- Some expressed the feeling that thoughts and ideas generated from the Management Team meetings are not seriously considered by the Board of County Commissioners
- A mechanism should be established to provide for effective follow through of ideas and proposals to the Board of County Commissioners.

4. Are you satisfied with the current budget process? How could it be improved?

--Positive responses

- Satisfaction with the budget process was evenly divided.
- County Budget Retreat is a good process; it sets priorities, is an open process, allows everyone to meet with the County Commissioners together.

-- Negative responses:

- Need follow-up document sent to all departments stating priorities set and needs identified;
- Available funds are not distributed equally; decisions are too often influenced by politics and personal preference;
- There are not follow-up discussions or written explanations of the rationale of the Board of County Commissioners for their final decisions;
- Recommendations from the budget retreat are not carried out;
- Budget information provided department heads at the retreat is too vague;
- Uncertainty of income for the next year makes it impossible to plan effectively.

--Recommendations:

- Need classes in budgeting for department heads;
- Priorities need to be set and adhered to based on evaluation of urgency of need
- Need follow-up, written report of budget discussion after the annual retreat plus a departmental discussion of final decisions made by the Board of County Commissioners.

5. Describe the long range planning process your department uses. What long range goals have you set for your department?

- All but one respondent had some kind of planning process in place. Several have a well established process in place, using regional, state, and/or local advisory boards as a strong basis for establishment of goals and future development.
- There is very little evidence that county wide planning is occurring. The departments that are doing planning seem to act on their own; county wide, coordinated planning seems to be mostly a "year by year" process, just "keeping up".

6. How does your department do employee evaluations? Any recommendations for change?

- All respondents indicated that their evaluation process was working well. They liked the uniformity of the process, the direct involvement of management and employee, and the fairness of the procedure. Several credited the Human Resource Director for the success of the evaluation process.

Recommendations for change:

- Continue to improve the structure of leadership evaluation now in process
- Forms for administrative personnel should be different from those of other employees.

7. How do you feel about hiring a professional County Executive to carry out the increasingly complex operation of county government?

- Six respondents thought that the county should hire a professional County Executive;
- Three respondents were opposed;

-- Four had mixed feelings or had never given the idea much thought.

--Those in favor of hiring an Executive made the following statements:

- Commissioners should set policy; a County Executive is needed to administer policy and to oversee departments. There is a conflict of interest when commissioners both set policy and administer policy and finances.
- The role of the County Management Team could be much more clearly defined if members could interact with a County Executive on operational issues. There is now a lack of follow through between the County Management Team and the Board of County Commissioners when issues are discussed.
- The Board of County Commissioners is now so busy and stretched so thin over so many issues, a person who understands and values management functions and structures would be much more effective in supporting department heads.
- The Board of County Commissioners should be primarily concerned with the big picture of county government, not the smaller, everyday, operational issues of departments.
- The complexity of county government has reached the point that employment of an executive should be given serious consideration.
- A qualified executive could make knowledgeable recommendations to the Board of County Commissioners for action, eliminating many roadblocks to progress caused by misinformation or lack of information or overcautious commissioners.

-- Those opposed to hiring an Executive made the following statements:

- The Board of County Commissioners should recognize the pool of experience it has in department heads and elected officials and rely on their knowledge to perform functions of county government and not force departments to compete with each other based on popularity.
- An Executive would create another layer of unnecessary bureaucracy.
- The necessary structure to support the position may be more costly than the potential benefit.

**SUMMARY OF RESPONSES BY THE HUMAN RESOURCES DIRECTOR
IN A PERSONAL INTERVIEW**

1. Are job descriptions now available for all county employees? How often are they updated and who does it?

-- Job descriptions are available for all county employees. Director hopes to devise a plan to update all job descriptions every two years.

2. What is the process you use to compile the agenda for each County Management meeting. How do you solicit input from others?

-- The Executive Committee of the Management Team, with input from members, puts the agenda together. Even though the group discusses policy issues, each department must pursue its own issues with the Board of County Commissioners. The Executive Committee attempts to bring outstanding issues back to the Management Team for follow up. The Management Team is not involved in formal strategic planning activities.

3. Do you have any suggestions for improving this process?

-- A process needs to be established whereby issues raised and voted on by the Management Team are presented to the Board of County Commissioners for action. The group lacks power and is not viewed by the Board of County Commissioners as an effective advisory group. All County Commissioners should attend Management Team meetings.

4. How is this group involved in long range planning? How do you coordinate with other countywide planning?

-- Countywide planning is not coordinated among departments. A Strategic Planning Committee should be established composed of the Management Team Executive Committee, Human Resources Director and the three County Commissioners. This committee would receive input from all departments, develop a coordinated, countywide long and short range plan to be reviewed and updated at regular intervals.

5. Where can members of the public learn about county boards and commissions? What does this information include?

-- Under the supervision of the Board of County Commissioners, information is available on the county web site at www.co.kittitas.wa.us. Human Resources does not know how often it is updated.

6. After their appointment, do new board and commission members routinely receive orientation about their duties and responsibilities? Describe the orientation. Is the orientation sufficient or how would you improve it?

-- Orientation for new members of board and commissions should be provided, but does not know if it is being done.

7. We understand that Employee Performance Evaluations are being done. Describe the process. Does every department follow the same procedure?

- The process for evaluating employee performance in each department, which is usually done annually, needs updating and coordination. Management and lower level employees should each have different forms. Human Resource is trying to initiate training for department heads in dealing with employees.

8. In the 1998-1999 Report, several respondents were concerned that the Human Resources person wore two conflicting hats: (1) the union negotiator for the County Commissioners and (2) the office which handles personnel grievances. What is your assessment of this problem?

- Handling union negotiations and personnel grievances of employees might be better handled by two people instead of just one. He is now working hard to keep these two functions fair to all concerned.

OTHER ISSUES THAT WERE DISCUSSED

Employment Procedures

- A larger group should participate with the county commissioners in hiring department heads. The HR director should meet with all new hired department heads within the first two days of employment to discuss requirements. All newly elected officials and newly hired department heads should also meet with the HR director within their first two weeks on the job to discuss responsibilities of their positions and how they interact and coordinate with other departments.

Risk Management

- A quarterly report should be issued, including risk management issues that have arisen during that period, actions taken, and avoidance actions for future such issues.

County Executive -- The Human Resources Director feels that he has a good working relationship with the County Commissioners. However, because of the complexity of county government, he gave the following reasons in favor of hiring a County Executive:

- a. County operations tend to be inefficient in many ways.
- b. County Commissioners have no special training either in budgetary or personnel matters.
- c. Rapid growth of the county, enormous increases in the county budget for which commissioners are responsible without any special training.
- d. A County Executive would provide continuity to county government; a professionally trained overseer of funds, long range planning, and a coordinator of interdepartmental activities.

**SUMMARY OF RESPONSES FROM THE COUNTY AUDITOR
IN A PERSONAL INTERVIEW**

1. How do you put the budget together? Any suggestions for improvements?

- In July the Auditor's Office sends out next year's budget preparation information to all departments. The departmental preliminary budgets are returned in August. The County Commissioners meet with any department head who projects major budgetary increases and either approves, or requires cutbacks. Final budget approval is done by the Board of County Commissioners in November. The budget preparation system is now computerized, saving time, paper and money.

2. Where is the budget easily available to the public? Where else besides the library is it available? How soon is it available? How is the public informed about where to get budget information?

- The budget is available in all libraries, in all departments, and at the Copy Shop to be copied on request. It is also available on the county web site www.co.kittitas.wa.us. The public needs to be better informed about its availability. The Auditor's Office may be called at any time by anyone having questions about the budget.

3. Where is the Public Works Department in the budget? Where are the expenditures and revenues itemized?

- Public Works Department is funded totally by special revenue funds, which we itemize in the Special Revenue section of the county budget under "Community Services" "County Road" and "Public Facilities".

4. What does the Non-Departmental Budget include? Who is responsible for it?

- Previously called "Miscellaneous Budget". All requests for payment from this fund go through Judy Pless (Auditor's Office) for approval of payment.

5. We don't understand the total expense budget for Criminal Justice/Law and Justice. Does it include funds for jail construction? If not, what does it include and where is the projection for jail construction? Why are line items not itemized after 2002?

- Criminal Justice/Law and Justice budget items are included in several other departments and not under the title "Criminal Justice/Law and Justice". To understand the criminal justice budget, one needs to study each separate department that is involved in any aspect of Criminal Justice/Law and Justice. For instance, Superior Court is only one part of the overall Justice System. Jail costs and maintenance would be another area of the system. Operation of the County Sheriff's Office is another part.

6. Is there still a County Finance Committee. If yes, what is the Committee's role? How does it function? Any recommendations for change?

- Yes, there is still a County Finance Committee which meets quarterly. Composed of County Treasurer, County Auditor, and Chair of the Board of County Commissioners, it makes recommendations on the county debt policy and types of investments the county can make. No recommendations for change.

7. How do you work with the other department Heads? Any suggestions for improvement?

- Since it is the Auditor's responsibility to put together the entire budget, the Auditor works with all the departments as needed to clarify the budget limitation for each department as established by the Board of County Commissioners.. It is often the responsibility of the Auditor to seek all information available from a department before a budget decision is rendered. In other words, ask plenty of questions and don't jump to conclusions.

OTHER ISSUES THAT WERE DISCUSSED

Personnel evaluations

- The Auditor's Office does personnel evaluations every year. Since all employees have a six month probationary period, every attempt is made to identify potential problems during that period.

County Executive

In a brief discussion about the desirability of hiring a County Executive, the Auditor was less than enthusiastic. He did concede it might work in some areas, but did not see the need for this county. It had been his experience, as he observed other counties which had a County executive, that the Executive assumed too much responsibility and became a "King" of the county. He also saw potential problems with the Executive's relationship with elected officials over whom he/she would have no authority.

SUMMARY OF RESPONSES FROM THE COUNTY COMMISSIONER

1. How do you establish budget priorities? Annual? Long range?

- Budget is a competitive process; all county government heads are self interested; need to define differences between wants and needs. From the Commissioners' point of view, results of tax initiatives determine whether or not a tax increase would be supported. Therefore, he presumes that any proposal for tax increase would be defeated. He considers long range to be three years. He mentioned only the need to forecast needs/requirements of state and federal government to determine need for additional personnel.

2. The County Management Team meets regularly. In what ways are these meetings valuable for you?

- Thinks the Management Team is ineffective; it should meet once a week. It now serves only as a forum to vent feelings. No management occurs.

3. Are you satisfied with the current budget development process? Why or why not? How could it be improved?

- He likes the current budget process; sees no need to change.

4. How is the public informed about the meetings of the County Commissioners? How often do you meet?

5. Where are agendas posted?

6. How much advance notice is given for public meetings?

7. How does the public have access to the informational materials about agenda items?

- He feels this county government administration has run an extremely open and approachable government. All people have been treated fairly and no one should feel he/she has been excluded from participation in county government.

8. Describe your long range planning process as you project the needs of the county for the next five years. Please describe the processes for increased services due to population growth; land use planning; parks and recreation services; cooperation with the cities of the county.

- Cooperation with the City of Ellensburg is good; not so with upper county cities who take a more adversarial position. He blames environmentalists for the county not getting a large landfill which would have provided additional revenue for much needed services. The county has grown steadily at about 3% a year with growth split about evenly between upper and lower county. He feels that growth is important as a source of increased revenue. He does not see positive prospects for being able to fund additional services until the population is greater.

9. How often do you schedule regular meetings between the commissioners and representatives from all city councils in the county? In what other ways do you communicate with these city governments?
 10. Are you aware of the recommendations of the League's 1999 County Government Study update? Two of the recommendations were: hiring a professional administrator, and televising regular Board of County Commission meetings and all study sessions. What, if any, consideration have you given to implementing these recommendations.
 11. We understand that Employee Performance Evaluations are being done. Describe the process you use.
- The respondent did not give direct responses to the above three questions. He did, however, make the following comments:
 - County government should not be compared to city government. The biggest difference is no utility tax.
 - The County is not a municipality. Those who are used to municipal government shake their heads at how the county is run.

ATTACHMENT # 1:**Summary of 1999 Recommendations**

Recommendation #1: The County should hire a professional administrator to increase efficiency and effectiveness in performing administrative tasks other than those that are personnel related.

Recommendation #2: The County Management Team should continue to be the entity within which long range planning occurs. One qualified individual or department should be responsible to see that this planning process continues and that the strategic plan is implemented.

Recommendation #3: The County Management Team should continue to be used as the instrument for coordination of interdepartmental functions and resolution of problems.

Recommendation #4: Detailed agendas for Board of County Commission meetings should be posted on the County's web site and the web site given more advertising.

Recommendation #5: Copies of the approved County Budget should be delivered to all county libraries as soon as it is printed. Notice of availability should be published in local newspapers, indicating locations where it may be read or purchased.

Recommendation #6: Ads regarding filling county board/commission vacancies should include notice that information about specific duties and requirements of each board or commission is available in the County Commissioners' office.

Recommendation #7: The Human Resources Department should be responsible for providing each new board/commission member with a standardized orientation to the position to which he/she has been appointed.

Recommendation #8: Every effort should be made to televise regular BOCC meetings. Some evening meetings should be scheduled to enable working people to attend.

Recommendation #9: The Conference of Governments (COG) should assume the responsibility for addressing regional issues by organizing a Regional Services Task Force to be composed of representatives from all local governments in the county.

ATTACHMENT # 2:

**Original Recommendations to the County Resulting from the 1993-94
Kittitas Valley League of Women Voters Study of County Government**

- Recommendation #1:** Employ a trained administrator.
- Recommendation #2:** Establish credible procedures for long range planning.
- Recommendation #3:** Department heads meet together with County Commissioners on a regular basis with planned agendas.
- Recommendation #4:** Detailed agendas of Board of County Commission meetings made readily available to the public.
- Recommendation #5:** Copies of the approved county budget available in all county public libraries and at the courthouse.
- Recommendation #6:** A list of all county boards and commissions available with information about duties, requirements, meeting times, and relationship to the Board of Commissioners.
- Recommendation #7:** New board and commission members routinely receive orientation regarding their duties and responsibilities.
- Recommendation #8:** Televisе regular Board of County Commission meetings and all study sessions.
- Recommendation #9:** Schedule regular meetings between the County Commissioners and representatives from all city councils in the county.

QUESTIONNAIRE TO COUNTY DEPARTMENT HEADS

1. What services does your department provide for the county?
2. What are the most serious problems facing your department?
3. Is the County Management Team valuable for you and your department? In what ways (i.e. long range planning, coordination of interdepartmental functions, personnel issues, budget issues, other)?
4. Are you satisfied with the current budget development process? Why or why not?
How could it be improved?
5. Describe the long range planning process your department uses. Do you have ideas for improving the process? What long range goals have you set for your department?
6. How does your department do employee performance evaluations? Is your process working? Do you have recommendations for change?
7. One of our recommendations in both of the previous KVLWV County Government Studies was that the county hire a professional County Executive to carry out administrative duties for the increasingly complex operation of county government. How do you feel about this?

AUDITOR QUESTIONNAIRE

1. How do you put the budget together? Any suggestions for improvements?
2. Where is the budget easily available to the public? Where else besides the library is it available? How soon is it available? How is the public informed about where to get budget information?
3. Where is the Public Works Department in the budget? Where are the expenditures and revenues itemized?
4. What does the Non-Departmental Budget include? Who is responsible for it?
5. We don't understand the total expense budget for Criminal Justice/Law and Justice. Does it include funds for jail construction? If not, what does it include and where is the projection for jail construction? Why are line items not itemized after 2002?
6. Is there still a County Finance Committee (County Board of Commissioners chair, Treasurer, and Auditor?) If yes, what is the Committee's role? How does it function? Any recommendations for change?
7. How do you work with the other departments heads? Any suggestions for improvement?

HUMAN RESOURCES DIRECTOR QUESTIONNAIRE

1. Are job descriptions now available for all county employees? How often are the updated and who does it?
2. What is the process you use to compile the agenda for each county management meeting? How do you solicit input from others?
3. Do you have suggestions for improving the process?
4. How is the Management Team involved in long range planning? How do you coordinate with other countywide planning?
5. Where can members of the public learn about county boards and commissions? What does this information include.
commissions, vacancies, and board activities.
6. After their appointment, do new board and commission members routinely receive orientation about their duties and responsibilities? Describe the orientation. Is the orientation sufficient or how would you improve it?
7. We understand that Employee Performance Evaluations are being done. Describe the process. Does every department follow the same procedure?
8. In the 1998-1999 Report several respondents were concerned that the HR person wore two conflicting hats: (1) the union negotiator for the County Commissioners and (2) the office which handles personnel grievances. What is your assessment this problem?

COUNTY COMMISSIONERS QUESTIONNAIRE

1. How do you establish budget priorities? Annual? Long range?
2. The County Management Team meets regularly. In what ways are these meetings valuable for you?
3. Are you satisfied with the current budget development process? Why or why not? How could it be improved?
4. How is the public informed about the meetings of the County Commissioners? How often do you meet?
5. Where are agendas posted?
6. How much advance notice is given for public meetings?
7. How does the public have access to the informational materials about agenda items?
8. Describe your long range planning process as you project the needs of the county for the next five years. Please describe the processes for increased services due to population growth; land use planning; parks and recreation services; cooperation with the cities of the county.
9. How often do you schedule regular meetings between the commissioners and representatives from all city councils in the county? In what other ways do you communicate with these city governments?
10. Are you aware of the recommendations of the League's 1999 County Government Study update? Two of the recommendations were: hiring a professional administrator, and televising regular Board of County Commission meetings and all study sessions. What, if any, consideration have you given to implementing these recommendations?
11. We understand that Employee Performance Evaluations are being done. Describe the process you use.